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TO USMISSION GENEVA

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TAGS: AORG, UN

SUBJECT: PAPER FOR GENEVA GROUP ON FIELD STUDIES OF
UN TECHNICAL ASSISTANCE ACTIVITIES

REF: NORRIS/SORENSEN TELCON MARCH 27

1. FOLLOWING IS SUGGESTED DRAFT OF PAPER ON FIELD
STUDIES OF UN TECHNICAL ASSISTANCE ACTIVITIES, TO BE
PRESENTED IN GENEVA GROUP GENERAL FOR DISCUSSION IN
GENEVA GROUP CONSULTATION LEVEL.

2. FIELD STUDIES OF UN TECHNICAL ASSISTANCE ACTIVITIES

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- A. BACKGROUND

- (1) THE UNITED STATES IN THE GENEVA GROUP CONSULTATION LEVEL MEETING IN OCTOBER 1977 INDICATED THAT IT
WOULD PRESENT A PLAN FOR FIELD STUDIES OF UN TECHNICAL
ASSISTANCE IN SELECTED COUNTRIES, INCLUDING THE FEASIBILITY
OF GENEVA GROUP PARTICIPATION THEREIN. THE
UNITED STATES PLANS TO CONDUCT A NUMBER OF FIELD STUDIES,
IN AFRICA, ASIA, AND

LATIN AMERICA, INCLUDING COUNTRIES SUCH AS COLOMBIA, INDONESIA, JAMAICA, KENYA, KOREA, AND THAILAND. KENYA HAS BEEN SELECTED FOR THE PILOT STUDY, AND WORK ON THIS IS NOW UNDER WAY IN NAIROBI AND WASHINGTON. A STUDY PLAN AND A LIST OF KEY QUESTIONS FOR THE KENYA PILOT STUDY ARE AT ANNEXES A AND B RESPECTIVELY. IT IS EXPECTED THAT THE KENYA PILOT STUDY WILL BE CONCLUDED IN THE LAST DAYS OF APRIL AND THAT THE TENTATIVE FINDINGS OF THE STUDY WILL BE AVAILABLE FOR THE INFORMATION OF THE GENEVA GROUP CONSULTATION LEVEL MEETING.

- (2) THE UNITED STATES BELIEVES THAT FIELD STUDIES OF UN TECHNICAL ASSISTANCE ACTIVITIES FALL WITHIN THE PURVIEW OF THE GENEVA GROUP BECAUSE ALMOST ALL UN TECHNICAL ASSISTANCE PROJECTS ARE ADMINISTERED BY UN SPECIALIZED AGENCIES, EITHER AS EXECUTING AGENCIES FOR UNDP OR AS PART OF THEIR INDIVIDUAL TECHNICAL ASSISTANCE ACTIVITIES. IN OUR VIEW, THESE TECHNICAL ASSISTANCE ACTIVITIES COMPRIZE A MAJOR PART OF THE EXPENDITURES AND ACTIVITIES OF THE SPECIALIZED AGENCIES, AND ARE OF APPROPRIATE INTEREST TO THE GENEVA GROUP.

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- B. SUGGESTED ACTION

- (1) THE UNITED STATES PROPOSES THAT THE CONSULTATION LEVEL MEETING CONSIDER, AGAINST THE BACKGROUND OF THE U.S. PILOT STUDY, THE FEASIBILITY OF COLLABORATION AMONG GENEVA GROUP MEMBERS WHO ARE INTERESTED IN CONDUCTING FIELD STUDIES OF UN TECHNICAL ASSISTANCE PROGRAMS. WE BELIEVE THESE CASE STUDIES WOULD BEST BE CONDUCTED ON A NATIONAL BASIS, BUT WE SEE ADVANTAGES IN A SHARING OF THE EXPERIENCE OF MEMBERS IN METHODOLOGIES OF EVALUATION OR ASSESSMENT AND IN THE FINDINGS OF THE STUDIES.

- (2) SPECIFICALLY, THE UNITED STATES PROPOSES THAT THE GENEVA GROUP CONSIDER FOUR ASPECTS OF THE FIELD STUDY PROGRAM:

- (A) EXPERIENCE IN METHODOLOGY, WITH A VIEW TO IMPROVING IT AND FOSTERING GREATER CONSISTENCY AND COMMONALITY OF METHODOLOGY;

- (B) GEOGRAPHIC DIVISION OF LABOR, TO PREVENT DUPLICATION OF EFFORT AND TO ACHIEVE A WIDER PARTICIPATION;

- (C) EXCHANGE OF DATA AND CONCLUSIONS FROM THE STUDIES; AND

- (D) CONCERTED FOLLOW-UP ACTION TO ELIMINATE
SPECIFIC DEFICIENCIES AND ENCOURAGE IMPROVEMENTS IN
UN DEVELOPMENT ASSISTANCE.

- (3) AS TO TECHNIQUE, THE UNITED STATES BELIEVES
THAT THE METHODOLOGY USED IN THESE STUDIES COULD BE
COORDINATED SO THAT THE FINDINGS MAY BE EVALUATED
ON A COMMON BASIS, THAT OTHER GENEVA GROUP COUNTRIES
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MAY CONSIDER THE UTILITY OF THE APPROACH ADOPTED BY
THE COUNTRY CONDUCTING THE STUDY, THAT THE METHODOLOGY
MAY BE CRITICALLY ANALYZED, AND THAT SOME CONSISTENCY
AND COMMONALITY OF APPROACH MAY BE DEVELOPED. TO SEEK
FULL AGREEMENT ON A COMMON METHODOLOGY MIGHT NOT BE
PRACTICABLE. HOWEVER, ACHIEVEMENT OF BROAD COMMON
CRITERIA FOR ASSESSING UN ACTIVITY COULD BE USEFUL TO
INDIVIDUAL GOVERNMENTS.

- (4) AS TO GEOGRAPHIC DIVISION OF LABOR, WE UNDERSTAND
THAT SOME OTHER MEMBER COUNTRIES HAVE MADE FIELD
STUDIES OR ARE CONTEMPLATING DOING SO. CONSULTATION
WOULD HELP TO PREVENT DUPLICATION, TO DEVELOP A PATTERN
OF STUDIES THAT WOULD BE BALANCED AS TO AREA AND
STAGE OF DEVELOPMENT, AND TO UTILIZE MORE EFFECTIVELY
THE RESOURCES OF THE VARIOUS MEMBER COUNTRIES
INTERESTED IN CONDUCTING STUDIES. OUR LIST OF SELECTED
COUNTRIES (IN THE FIRST PARAGRAPH OF THIS PAPER) IS
A TENTATIVE ONE, AND WE WOULD BE PREPARED TO CONSIDER
MODIFYING IT TO ADJUST TO PLANS OF OTHER COUNTRIES.

- (5) AS TO EXCHANGING FINDINGS, WE BELIEVE THAT
WHAT IS LEARNED FROM THE STUDIES WOULD BE OF INTEREST
TO ALL MEMBERS OF THE GENEVA GROUP, AND THAT DIS-
CUSSION OF THEM MAY HELP REFINE AND GIVE GREATER
VALIDITY AND FORCE TO THIS EXERCISE. AS A PRACTICAL
MATTER, THE NECESSITY OF INVOLVING THE HOST COUNTRY
AND THE VARIOUS UN AGENCIES WOULD REQUIRE THAT SOME
REPORT BE PUBLISHED ON THE FINDINGS, BUT IT IS
POSSIBLE THAT THE GENEVA GROUP MIGHT, ON A CONFIDENTIAL
BASIS, REVIEW PRELIMINARY FINDINGS AND UNPUBLISHED REPORTS
AS WELL.

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- (6) AS TO FOLLOW-UP, THE UNITED STATES BELIEVES
THAT REPRESENTATIONS TO SECRETARIATS OR APPROPRIATE
STATEMENTS IN CONFERENCES, EITHER ON BEHALF OF THE

GENEVA GROUP OR BY INDIVIDUAL MEMBERS, WOULD BE APPROPRIATE AND USEFUL IN MANY CASES. THIS AFTER ALL IS THE MAIN PURPOSE OF UNDERTAKING THE FIELD STUDIES.

- C. ANNEX A PLAN FOR PILOT STUDY OF UN TECHNICAL ASSISTANCE (KENYA)

- (1) WORK IS UNDERWAY ON THE STUDY IN NAIROBI UNDER AMBASSADOR WILBERT J. LEMELLE, AND IN WASHINGTON IN THE OFFICES OF THE DEPARTMENT OF STATE AND AID DEALING WITH UN TECHNICAL ASSISTANCE. STUDY DIRECTOR JOHN W. MCDONALD, JR. OF THE BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS DEPARTMENT OF STATE, WILL SPEND APPROXIMATELY THE LAST TWO WEEKS OF APRIL IN NAIROBI TO CONCLUDE THE STUDY. UNDP AND THE KENYAN GOVERNMENT ARE GIVING FULL COOPERATION.

- (2) THE SCOPE OF THE STUDY WILL ENCOMPASS THE TOTAL SPECTRUM OF UN DEVELOPMENT ASSISTANCE ACTIVITIES, RANGING HORIZONTALLY ACROSS ALL SECTORS OF THE ECONOMY (E.G. AGRICULTURE, INDUSTRY, HEALTH, EDUCATION) AND VERTICALLY FROM THE RELEVANCE AND SOUNDNESS OF PROGRAM POLICY DOWN TO THE EFFECTIVENESS OF PROJECT EXECUTION.

- (3) IN ITS SUBSTANCE, THE STUDY WILL ANALYZE UN DEVELOPMENT PLANNING AND RESOURCE ALLOCATION TO DETERMINE THE EXTENT TO WHICH UN EFFORTS A) SUPPORT THE HOST COUNTRY'S DEVELOPMENT PRIORITIES, B) COMPLEMENT THE INPUTS OF OTHER DONORS, C) ARE CONSISTENT WITH UN PROGRAMMING CRITERIA, AND D) HAVE ACTUALLY CONTRIBUTED TO HOST COUNTRY OBJECTIVES. AT THE OPERATIONAL

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LEVEL, THE STUDY WILL ADDRESS THE RELEVANCE OF INDIVIDUAL PROJECTS TO DEVELOPMENT GOALS AND PRIORITIES, THE QUALITY OF PROJECT DESIGN, THE EFFECTIVENESS OF IMPLEMENTATION AND OTHER PROGRAM MANAGEMENT CONCERNS.

- (4) OWING TO THE BREADTH OF THE STUDY, WE ARE LIMITING IT IN TWO WAYS: FIRST, BY CAREFULLY SELECTING KEY PROGRAMS AND OPERATIONAL ELEMENTS WHICH ARE SUFFICIENTLY REPRESENTATIVE TO PERMIT US TO DRAW RELIABLE GENERAL CONCLUSIONS ABOUT THE OVERALL CHARACTER OF UN PERFORMANCE, AND SECOND, BY DRAWING ON EXISTING EVALUATIVE AND RELATED AUTHORITATIVE MATERIAL AND ON KNOWLEDGEABLE, OBJECTIVE OBSERVERS IN THE FIELD RATHER THAN ON THE COLLECTION AND ANALYSIS OF COMPREHENSIVE PRIMARY DATA.

- (5) THE FOLLOWING PROJECTS HAVE BEEN SELECTED FOR PARTICULAR EXAMINATION: UNDP/FAO AGRICULTURAL MARKET-

ING DEVELOPMENT, UNDP/FAO SHEEP AND GOAT DEVELOPMENT
PHASE II, UNDP/FAO DRYLAND FARMING RESEARCH AND
DEVELOPMENT, UNDP/KENYAN GOVERNMENT AGRICULTURAL
PLANNING, UNDP/UNIDO ASSISTANCE TO THE INDUSTRIAL SURVEY
AND PROMOTON CENTRE; UNEP RECONSTRUCTION ENVIRONMENT
STUDY OF TANA RIVER UPPER RESERVOIR, WHO TEACHING OF HEALTH
SCIENCES IN UNIVERSITY OF NAIROBI, UNESCO MULTI-SECTOR
PARTICIPATION PROGRAM, AND FAO/UNFPA PROGRAMMES FOR BETTER
FAMILY LIVING. TO THESE PROJECTS AND TO OTHER ASPECTS
OF THE UN ASSISTANCE ACTIVITIES IN KENYA ARE TO BE APPLIED
THE QUESTIONS LISTED IN ANNEX B.

- D. ANNEX B - LIST OF KEY QUESTIONS FOR KENYA STUDY.

- (1) DOES THE UNDP RESIDENT REPRESENTATIVE IN KENYA
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PLAY A CENTRAL ROLE: (A) IN PLANNING AND COORDINATION
OF UN ASSISTANCE? (B) IN COORDINATION OF ALL FOREIGN
ASSISTANCE?

- (2) DOES THE WORLD BANK OR ANY OTHER UN AGENCY PLAY
A GREATER OR NEAR-EQUAL ROLE IN THESE FUNCTIONS?

- (3) DOES ANY UN AGENCY PROVIDE TECHNICAL ASSISTANCE
WITHOUT COORDINATION WITH THE RESIDENT REPRESENTATIVE?

- (4) IF ANY UN SPECIALIZED AGENCY HAS TECHNICAL
ASSISTANCE PROJECTS OF ITS OWN IN KENYA, WHY SHOULD NOT
THESE SPECIFIC PROJECTS BE PART OF THE UNDP-FUNDED
TECHNICAL ASSISTANCE PROGRAM?

- (5) IS KENYA COOPERATING EFFECTIVELY WITH UN ASSISTANCE
BY:

- (A) RECEPITIVITY TO THE UNDP RESIDENT REPRESENTATIVE?

- (B) PERMITTING COORDINATION AMONG UN AND BILATERAL
DONORS?

- (C) PREPARING ITS COUNTRY PLAN AND THE UNDP
COUNTRY PROGRAM?

- (D) MEETING ITS COMMITMENTS AS TO COUNTERPART
PERSONNEL AND RESOURCES FOR PROJECTS?

- (6) IS THE UNDP COUNTRY PROGRAM:

- (A) A MISCELLANY OF SMALL UNRELATED PROJECTS?

- (B) A FEW WELL-CHOSEN PROJECTS?

- (7) DO THE UNDP COUNTRY PROGRAM AND OTHER UN
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ASSISTANCE ACTIVITIES GIVE MUCH ATTENTION TO WOMEN:

- (A) AS BENEFICIARIES OF ASSISTANCE?
- (B) AS PARTICIPANTS IN DEVELOPMENT?
- (8) IS THE TRI-PARTITE REVIEW OF PROJECTS
- (A) NEGLECTED?
- (B) PRO FORMA?
- (C) A USEFUL DISCUSSION?
- (D) A THOROUGH CRITIQUE, LEADING TO
MODIFICATIONS?
- (9) ARE PROJECTS BEING EVALUATED SYSTEMATICALLY?
- (10) HAVE EVALUATIONS LED TO MODIFICATION OR
ABANDONMENT OF PROJECTS?
- (11) IS THE INDIVIDUAL PROJECT FULLY RELEVANT TO
THE RECIPIENT COUNTRY PROBLEM?
- (12) IS THE PROJECT WELL-CONCEIVED, IN TERMS OF
CAUSAL RELATIONSHIPS AND INTERNAL CONSISTENCY, TO
ACHIEVE THE STATED OBJECTIVE?
- (13) ARE THE TARGETS OF THE PROJECT EXPLICIT AND
MEASURABLE?
- (14) HAS ACCOUNT BEEN TAKEN OF THE PROBABILITY
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AND EFFECT OF EXTERNAL FACTORS (E.G. DROUGHT, FLOOD,
SUBSTANTIAL CHANGES IN OTHER SECTORS OR SUB-SECTORS)?

- (15) IS THE PROJECT READILY EVALUABLE, I.E.
DESIGNED WITH EVALUATION METHODOLOGY, PROGRESS
INDICATORS, DATA COLLECTION, AND TIMELY EVALUATION
SCHEDULE?
- (16) ARE THERE PARTICULAR DEFICIENCIES THAT
SHOULD BE NOTED FOR RAISING WITH UN AGENCIES, OR
FOR U.S. POLICY CONSIDERATION?

- (17) ARE THERE ANY OUTSTANDING ACCOMPLISHMENTS
OR SUCCESSFUL INNOVATIVE APPROACHES THAT MIGHT ALSO
BE WORTH PARTICULAR ATTENTION? COOPER

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